

FINANCIAL MANAGEMENT

To manage and protect the City's financial assets while providing excellent service to the City's businesses and residents.

Chapter Overview

The Department of Financial Management is still developing its F.O.R. Long Beach full strategic plan. As part of an initial strategic business planning process, the Department developed its program structure and some basic output or workload, program performance measures. The program structure and performance measures serve as the basis for the City's performance-based program budget and adds clarity to the City's budget by aligning program information (listing of services), budget allocations and basic performance information. As the Department completes the full strategic business planning process, additional program information and performance measures will be developed.

As part of the full strategic planning process, the Department will also identify significant issues confronting it and will develop strategic objectives to address those issues. Until that time, the Department has identified a number of "challenges" it currently faces. These challenges and corresponding opportunities have been included in this budget chapter to provide context to the Department's activities and resources.

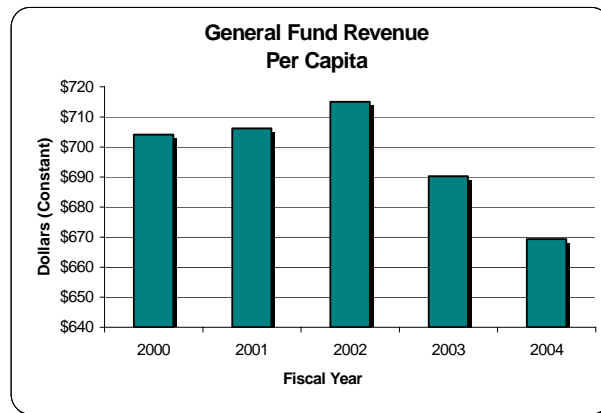
Please note that while the Department has developed output measures for each program, a number of these measures are new and will take time to fully develop and collect performance data. Therefore, some performance measures are presented without corresponding performance data.

Table of Contents

Service Delivery Environment	165 -166
Challenges and Opportunities	167
Summary by Line of Business and Fund	168
Fiscal Planning and Oversight Line of Business Summary and Accomplishments	169
Program Summaries	170 - 173
Financial Services Line of Business Summary and Accomplishments	174
Program Summaries	175 - 178
Administration Line of Business Summary and Accomplishments	179
Program Summary	180 - 181
Summary by Character of Expense	182 - 183
Personal Services	184 - 185
Financial Strategic Plan Implementation	186
Key Contacts	187

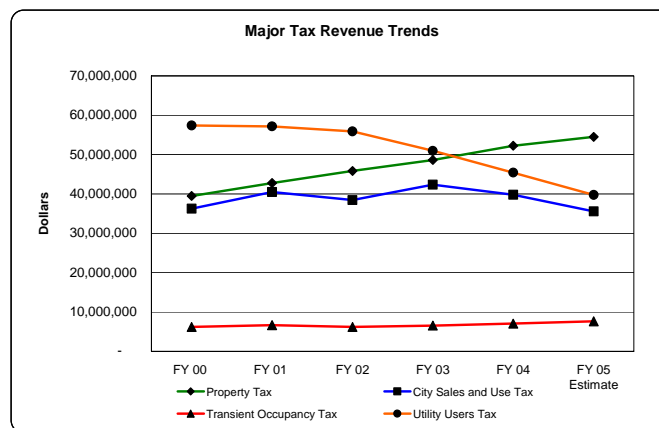
Service Delivery Environment

The impacts of Proposition 13, which capped property tax growth at 2 percent annually plus assessment adjustments to market value upon sale, the loss of half of the City's utility users tax, and other recent economic performance such as the after-effects of the September 11, 2001 tragedy on the City convention business have created an environment in which tax revenue and other resources to support General Fund services have been difficult to project and generally have not kept pace with the rate of population growth and inflation. Since 2000, Long Beach has experienced a 5.4 percent increase in population and, after adjusting for inflation, per capita revenue has decreased nearly 5 percent.



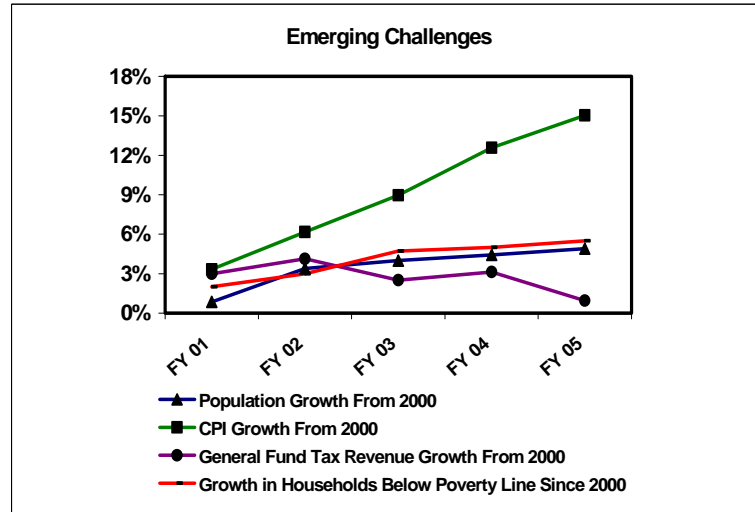
Source: ICMA - "Financial Trend Monitoring Report"

Over the past several years, the largest contributing factor to this real-dollar decline is the loss of revenue from the Utilities Users Tax (UUT). In 2000 voters reduced the UUT from 10 percent to 5 percent over a 5-year period. The chart below breaks out the four of the City's top revenue sources, Property Tax, UUT, Sales Tax and Transient Occupancy Tax (TOT), and illustrates that revenue received from the UUT is now less than the revenue received from Property Tax. An analysis of tax revenue without the UUT indicates a growing tax base since FY 00. The final reduction in the UUT occurred in FY 05; therefore, projected tax revenue is expected to stabilize and increase slightly.



Service Delivery Environment

Other persistent and emerging service delivery challenges include the increasing population density in particular areas of the City and rising levels of poverty throughout the community. Almost one in every four individuals in Long Beach lives at or below the poverty line, underscoring the critical need for investments in neighborhoods and infrastructure.



Challenges and Opportunities

Challenges

- The greatest challenge facing the Department of Financial Management is managing and utilizing limited resources to address ever-expanding demands for municipal services.
- Increasing interest rates, driving up the cost of outstanding variable-rate debt.
- Providing timely service to a diverse base of utility customers with limited and decreasing numbers of staff.

Opportunities

- The greatest opportunity is to instill a culture of fiscal discipline and efficiency. Given this opportunity, the Department will:
 - Actively support, encourage and enhance all efforts to integrate performance-based budgeting throughout the City.
 - Continue implementation of the Financial Strategic Plan while working to minimize reductions in core City services.
 - Continue to implement the City Council's Financial Policies.
 - Continue to assist departments with improved revenue monitoring and collection processes, and establish consistent cost accounting in support of fee/rate setting methodologies.
 - Continue to support City efforts to protect local government resources as the State addresses its financial problems.
 - Review business license and entertainment permitting processes to improve customer service.
 - Ensure ongoing review of the City's debt and investments to minimize cost and maximize revenue.
 - Expand on-line and self-service access to utility customers.
 - Work with Technology Services, Energy, Water and Public Works departments to evaluate utility billing software to replace the 25 year-old software currently in use.

Summary by Line of Business and Fund

FY 06 Budget by Line of Business

Line of Business	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
Fiscal Planning and Oversight					
Expenditures	6,179,602	6,821,998	6,216,310	91%	6,927,628
Revenues	2,906,427	2,557,578	2,577,613	101%	2,692,578
FTEs	56.80	54.80	54.80	100%	54.00
Financial Services					
Expenditures	11,118,599	11,979,693	11,548,020	96%	12,113,728
Revenues	21,786,783	22,023,710	23,387,622	106%	20,053,202
FTEs	96.33	92.86	92.86	100%	91.96
Administration					
Expenditures	229,937	(23,785)	-	0%	1,695
Revenues	9	15	35	233%	15
FTEs	9.49	7.00	7.00	100%	7.00
Department TOTAL					
TOTAL Expenditures	17,528,137	18,777,906	17,764,330	95%	19,043,052
TOTAL Revenues	24,693,219	24,581,303	25,965,270	106%	22,745,795
TOTAL FTEs	162.62	154.66	154.66	100%	152.96

Note: Historical Expenditure and FTE information have been recast from the Bureau level to the Program level.

FY 06 Budget by Fund

Fund	Expenditures	Revenues	Net Fund Support
General	8,363,117	17,207,551	(8,844,434)
Internal Service	2,124,516	533,772	1,590,744
Redevelopment Agency	245,444	-	245,444
Special Revenue	421,416	-	421,416
Tidelands	231,706	-	231,706
Gas	7,656,852	5,004,472	2,652,380
Total	19,043,052	22,745,795	(3,702,743)

Fiscal Planning and Oversight Line of Business

Program	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
Budget					
Expenditures	744,776	957,761	816,353	85%	941,147
Revenues	-	-	-	-	-
FTEs	7.00	8.00	8.00	100%	8.00
Accounting					
Expenditures	3,392,889	3,952,709	3,738,432	95%	4,040,024
Revenues	593,656	607,100	627,135	103%	607,100
FTEs	38.00	36.00	36.00	100%	36.00
Treasury					
Expenditures	1,718,625	1,584,134	1,348,901	85%	1,501,706
Revenues	1,913,999	1,551,706	1,551,706	100%	1,551,706
FTEs	8.80	8.80	8.80	100%	8.00
Financial Systems					
Expenditures	323,312	327,394	312,625	95%	444,751
Revenues	398,772	398,772	398,772	100%	533,772
FTEs	3.00	2.00	2.00	100%	2.00
Line of Business TOTALS					
TOTAL Expenditures	6,179,602	6,821,998	6,216,310	91%	6,927,628
TOTAL Revenues	2,906,427	2,557,578	2,577,613	101%	2,692,578
TOTAL FTEs	56.80	54.80	54.80	100%	54.00

Note: Historical Expenditure and FTE information have been recast from the Bureau level to the Program level.

FY 05 Key Accomplishments:

- Maintained the safety and security of the City's assets through cash, debt and investment management, while developing sound financial strategies for the development and management of the City's budget.
- Provided the resources necessary to support the goals and operations of City departments through ongoing financial systems support and oversight.
- Facilitated implementation of Program-Based Performance Budget initiative.
- Provided logistic and conceptual support to Employee Workgroup negotiations.
- Completed Phase I, and substantially completed Phase II, of a Citywide fee study.

Budget Program

Focus Area: Leadership Management and Support

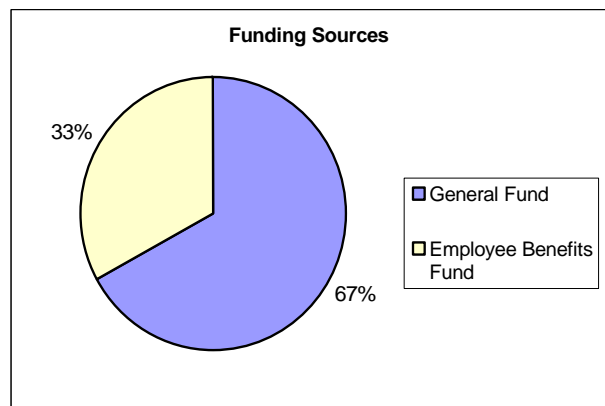
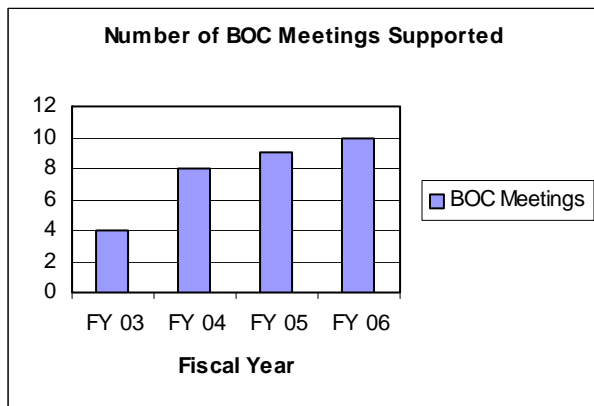
Line of Business: Fiscal Planning
and Oversight

Program Description: To provide Citywide management, oversight and support of the City's annual performance budget process in a timely and transparent manner.

Key Services Provided: Proposed and Adopted Budgets, Financial Strategic Plan Implementation, Citywide Budget Policy Development and Oversight, Revenue and Expenditure Forecasts and Trend Analysis, Budget Performance Reporting, Community Outreach and Budget Oversight Committee Support

Budget	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
Expenditures	744,776	957,761	816,353	85%	941,147
Revenues	-	-	-	-	-
FTEs	7.00	8.00	8.00	100%	8.00

Key Performance Measures	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
# of Budget Oversight Committee Meetings Supported	8	9	9	100%	10
# of Performance Reports Delivered	9	12	12	100%	12



FY 06 Budget Note: Efforts to eliminate the structural deficit will continue unabated, as will the process of creating greater transparency throughout the preparation and implementation of the budget. Expansion of the Program-based Performance Budget will remain a key focus throughout this and subsequent years. The responsibilities of the Budget Office have increased steadily since the advent of the Financial Strategic Plan without any increase in staff resources. Support for the City's performance management initiative, F.O.R. Long Beach, monthly reporting requirements, increasing community outreach and Budget Oversight Committee support have strained the division's ability to perform traditional budget development and implementation tasks.

Accounting Program

Focus Area: Leadership Management and Support

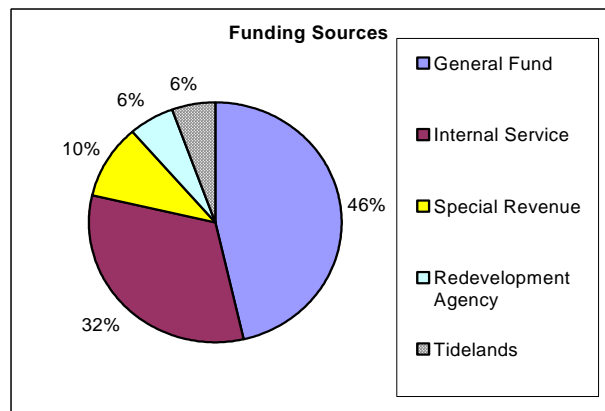
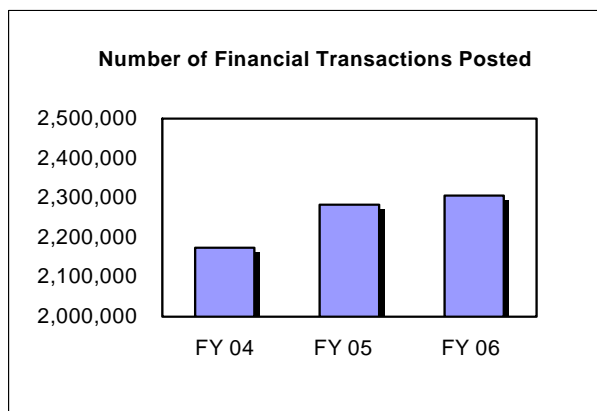
Line of Business: Fiscal Planning
and Oversight

Program Description: To provide Citywide financial information, pay vendors, pay employees, prepare grant reporting and billings, and develop financial policies and procedures.

Key Services Provided: Citywide annual financial reports, vendor payments, employee payroll, vendor and payroll tax filings, maintain Citywide financial systems, coordinate monthly and year-end financial system reporting, train and assist departments for financial processing, develop financial policies and procedures, prepare grant reporting and capital project reporting and billings

Accounting	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
Expenditures	3,392,889	3,952,709	3,738,432	95%	4,040,024
Revenues	593,656	607,100	627,135	103%	607,100
FTEs	38.00	36.00	36.00	100%	36.00

Key Performance Measures	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
# of Legally Required Reports Prepared	19	19	19	100%	19
# of Financial Transactions Posted	2,174,000	2,282,700	2,282,700	100%	2,305,527



FY 06 Budget Note: Prepare financial reports, and process vendor and employee payments in an accurate and timely manner.

Treasury Program

Focus Area: Leadership Management and Support

Line of Business: Fiscal Planning
and Oversight

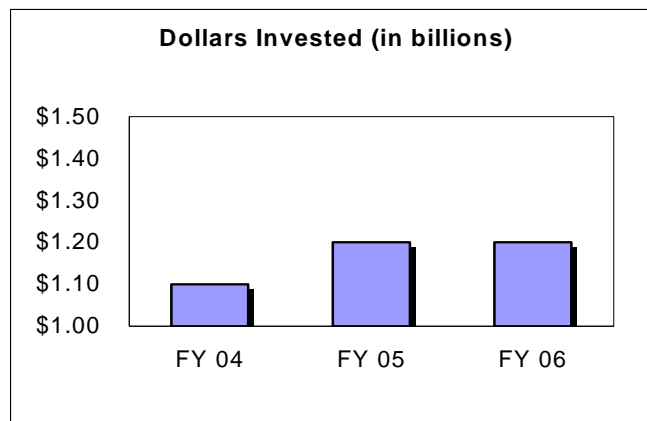
Program Description: To provide Citywide management, oversight and operational support of the City's debt, investment, cash management, revenue and assessment district functions. Assist departments with developing financing strategies.

Key Services Provided: Structure debt financings and manage outstanding debt obligations; analyze, invest and manage the City's investment portfolio; ensure compliance with internal and external policies and regulations; administer and monitor collections and delinquencies for the City's assessment districts; administer the City's defined contribution retirement plan; manage asset/debt management fee allocation structure; monitor major revenue sources, ensure compliance of City tax rates with the municipal code; project revenue estimates and research and develop new revenue programs

Treasury	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
Expenditures*	1,718,625	1,584,134	1,348,901	85%	1,501,706
Revenues*	1,913,999	1,551,706	1,551,706	100%	1,551,706
FTEs	8.80	8.80	8.80	100%	8.00

*This program is entirely funded by the General Fund.

Key Performance Measures	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
Dollars Invested	\$1.1 billion	\$1.2 billion	\$1.2 billion	100%	\$1.2 billion
Dollars of Outstanding Debt Managed	\$1.9 billion	\$2.0 billion	\$2.0 billion	100%	\$2.1 billion



FY 06 Budget Note: It is our goal to be fully staffed in FY 06 and to continue to effectively invest the City's funds, and explore the variety of authorized investment vehicles to benefit the City while continuing to review the City's debt portfolio for debt service reduction opportunities.

Financial Systems Program

Focus Area: Leadership Management and Support

Line of Business: Fiscal Planning and Oversight

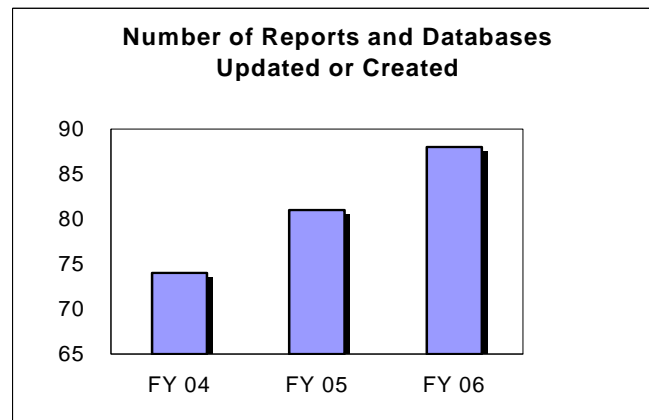
Program Description: To provide efficient and effective technical support of the financial systems to ensure optimal service delivery.

Key Services Provided: Advanced technical consultative support, technology feasibility testing, vendor liaison, and ongoing financial systems upgrades and status tracking

Financial Systems	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
Expenditures*	323,312	327,394	312,625	95%	444,751
Revenues*	398,772	398,772	398,772	100%	533,772
FTEs	3.00	2.00	2.00	100%	2.00

*This program is entirely funded by the General Services Fund.

Key Performance Measures	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
# of Training Classes Conducted	69	61	61	100%	70
# of Reports and Databases Updated or Created	74	81	81	100%	88



FY 06 Budget Note: The Financial Systems Program budget increase of 36 percent between FY 05 and FY 06 is offset directly by a budget reduction of the same amount in the Technology Services Department. This reallocation allows for access to more efficient vendor services with lower internal staffing requirements, and will provide a slightly increased level of service with no net increase in resources.

Financial Services Line of Business

Program	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
Purchasing					
Expenditures	644,354	744,924	665,099	89%	800,602
Revenues	67,639	67,489	88,199	131%	67,489
FTEs	8.00	8.00	8.00	100%	8.00
Utility Billing & Collections					
Expenditures	6,411,729	6,829,523	6,429,185	94%	6,488,308
Revenues	9,292,032	8,773,574	8,773,974	100%	5,010,472
FTEs	46.72	44.72	44.72	100%	44.32
General Billing & Collections					
Expenditures	3,182,772	3,436,672	3,405,112	99%	3,747,356
Revenues	2,861,752	3,333,647	3,909,449	117%	4,525,091
FTEs	30.96	29.49	29.49	100%	28.99
Licensing & Permits					
Expenditures	879,743	968,573	1,048,624	109%	1,077,462
Revenues	9,565,360	9,849,000	10,616,000	108%	10,450,150
FTEs	10.65	10.65	10.65	100%	10.65
Line of Business TOTALS					
TOTAL Expenditures	11,118,599	11,979,693	11,548,020	96%	12,113,728
TOTAL Revenues	21,786,783	22,023,710	23,387,622	106%	20,053,202
TOTAL FTEs	96.33	92.86	92.86	100%	91.96

FY 05 Key Accomplishments:

- Ensured an uninterrupted revenue stream by providing effective and efficient utility billing and collections, while providing a high level of service to residential and business customers.
- Actively supported the local business economy through an energetic and effective business license program.
- Provided extensive outreach and training on purchasing procedures and doing business with the City.
- Initiated comprehensive optimization review of the City's Ambulance Billing Function.

Purchasing Program

Focus Area: Leadership Management and Support

Line of Business: Financial Services

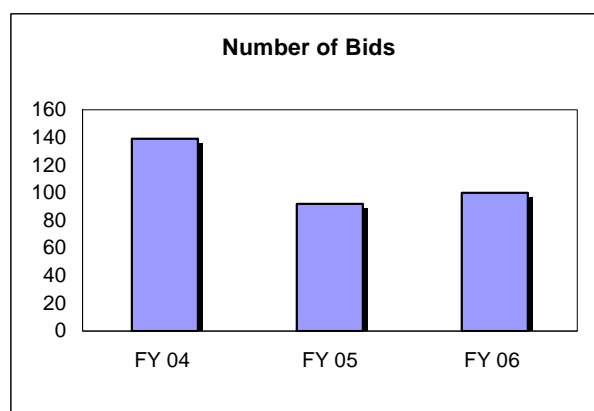
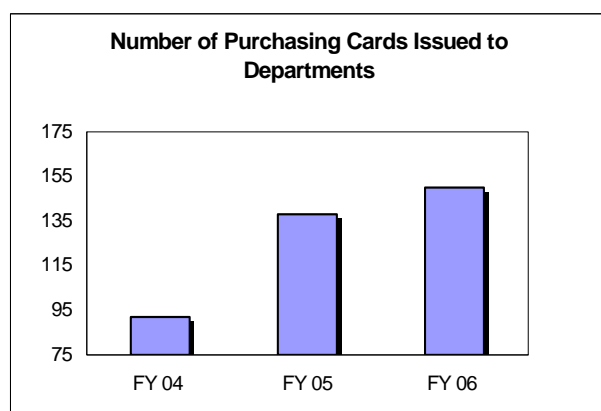
Program Description: To provide bid processing, diversity and local business outreach, and award contracts in a legal, ethical and transparent manner to support departments in obtaining the best value for core products and services, in a timely manner, as required to best serve the community.

Key Services Provided: Bid processing services, contract awards, diversity outreach services, local business preference information and outreach services, internal and external purchasing-related training workshops, Long Beach Proposition L contracting analysis, and purchasing card (credit card) services

Purchasing	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
Expenditures*	644,354	744,924	665,099	89%	800,602
Revenues*	67,639	67,489	88,199	131%	67,489
FTEs	8.00	8.00	8.00	100%	8.00

*This program is entirely funded by the General Fund.

Key Performance Measures	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
# of Purchasing Cards Issued to Departments	92	138	138	100%	150
# of Bids	139	92	92	100%	100
# of New Vendors Registered to Receive City bids and RFPs	1,308	1,328	1,328	100%	1,300



FY 06 Budget Note: Continue outreach efforts to increase local business participation in City bids. In addition, improve bid management efficiency and maintain business friendly web services for businesses interested in providing products and services to the City.

Utility Billing and Collections Program

Focus Area: Leadership Management and Support

Line of Business: Financial Services

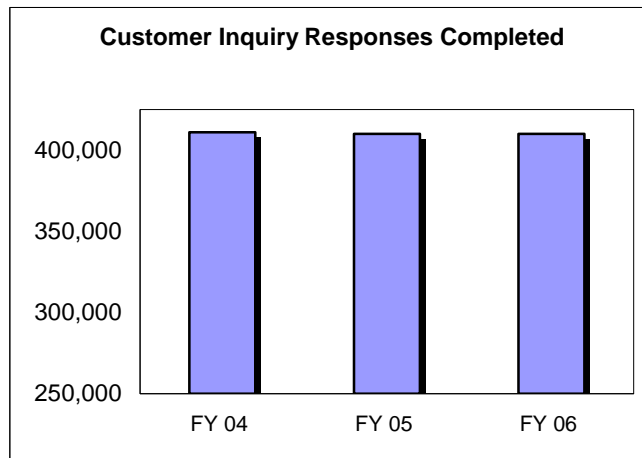
Program Description: To provide city residents with customer services, billing, payment processing and collection activities for Gas, Water, Sewer and Refuse\Recycling services with a high degree of accuracy and dependability.

Key Services Provided: In-Person, Telephone, Internet, and 24-hour Automated Customer Services, Application Processing for Service Establishment and Disconnections, High Bill Review Services, Billing Inquiries, Meter Reading, Consolidated Monthly Billing, Payment Options and Payment Processing, Outstanding Bill Collection

Utility Billing and Collections	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
Expenditures*	6,411,729	6,829,523	6,429,185	94%	6,488,308
Revenues*	9,292,032	8,773,574	8,773,974	100%	5,010,472
FTEs	46.72	44.72	44.72	100%	44.32

*This program is funded entirely by the Utility Enterprise Funds. Beginning in FY 06, this program will be direct-charged to the Gas Fund, which will then bill Water, Sewer and Refuse.

Key Performance Measures	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
# of Customer Inquiry Responses Completed	411,000	410,000	410,000	100%	410,000
# of Utility Accounts Managed	177,000	177,000	177,000	100%	177,000



FY 06 Budget Note: Final reduction in costs for meter reading resulting in a \$392,000 savings for FY 06 and a total Financial Strategic Plan reduction of \$900,000. Work with Technology Services to identify a new Utility Billing System to replace the antiquated 25 year-old system. Work with Technology Services and the City Manager's Office to assess and implement a 311 Non-Emergency Call Center.

General Billing and Collections Program

Focus Area: Leadership Management and Support

Line of Business: Financial Services

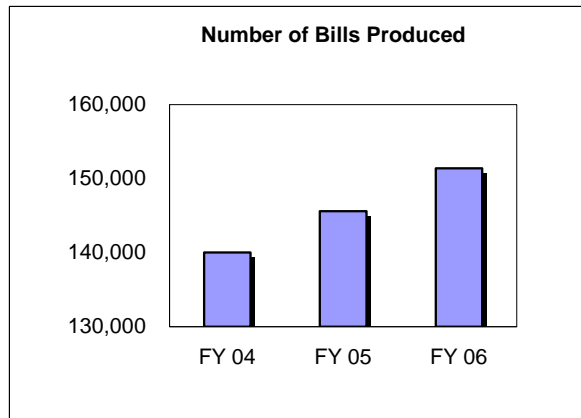
Program Description: To ensure accurate billing to maximize the collection of revenues.

Key Services Provided: Billing and collection of accounts receivables, payment processing, small claims actions, respond to customer inquiries, issue parking violation notifications, process payments, coordinate citation disputes and administrative hearings

General Billing and Collections	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
Expenditures*	3,182,772	3,436,672	3,405,112	99%	3,747,356
Revenues*	2,861,752	3,333,647	3,909,449	117%	4,525,091
FTEs	30.96	29.49	29.49	100%	28.99

*This program is entirely funded by the General Fund.

Key Performance Measure	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
# of Bills Produced	140,016	145,600	145,600	100%	151,400



FY 06 Budget Note: Utilize effective collection tools by upgrading the Automated Phone Dialer System. Participate in the State of California Franchise Tax Board Intercept program. Implement 24/7 on-line or automated telephone payment system for parking citation payments.

Licensing and Permits Program

Focus Area: Business and Economic Assistance **Line of Business:** Licensing and Permits

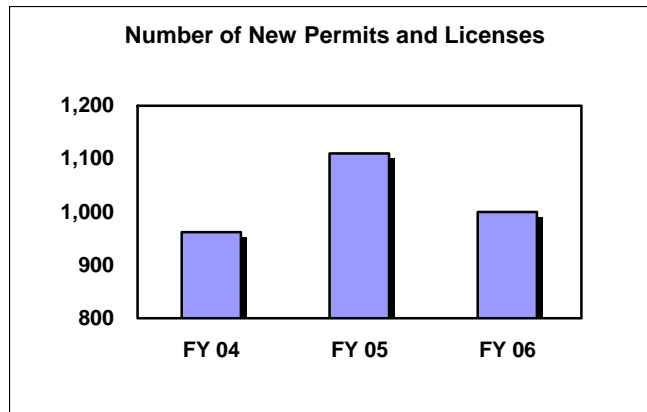
Program Description: To generate revenues for various General Fund programs, the Special Advertising and Promotional Fund and Business Improvement District assessments.

Key Services Provided: Issue, collect and respond to inquiries for transient occupancy taxes, business licenses, alarm permits, entertainment permits and garage sale permits. Coordinate with various City departments and provide in-field investigations to ensure compliance with the Municipal Code

Licensing and Permits	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
Expenditures*	879,743	968,573	1,048,624	109%	1,077,462
Revenues*	9,565,360	9,849,000	10,616,000	108%	10,450,150
FTEs	10.65	10.65	10.65	100%	10.65

* This program is entirely funded by the General Fund.

Key Performance Measures	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
# of New Licenses and Permits	962	1,100	1,100	100%	1,000



FY 06 Budget Note: Participation in the State Franchise Tax Board Program to identify unlicensed businesses and bring into compliance according to the Municipal Code. This effort is expected to generate an additional \$118,000 in revenue.

Administration Line of Business

Program	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
Administration					
Expenditures	229,937	(23,785)	-	0%	1,695
Revenues	9	15	35	233%	15
FTEs	9.49	7.00	7.00	100%	7.00
Line of Business TOTAL					
TOTAL Expenditures	229,937	(23,785)	-	0%	1,695
TOTAL Revenues	9	15	35	233%	15
TOTAL FTEs	9.49	7.00	7.00	100%	7.00

Purpose Statement: The purpose of the Administration Line of Business is to provide central administrative support, coordination, and direction to the entire Department. The Administration Line of Business will be more fully developed during the department's Full Strategic Business Planning process in the coming months. This information will be available as part of the FY 07 Budget Development Process.

FY 05 Key Accomplishments:

- Implemented Safety and Workers' Compensation program improvements.
- Implemented new Program Budget structure and will further enhance performance information with completion of Business Plan in FY 06.
- Assisted the City Controller/Accounting Bureau in the production of the Comprehensive Annual Financial Report (CAFR) for FY 04.

Administration Program

Focus Area: Leadership, Management and Support

Line of Business: Administration

Program Description: To provide central administrative support, coordination and direction for the entire Department

Key Services Provided: Human Resources, Training, Risk Management, Employee Safety, Workers' Compensation, Budget and Accounting, Procurement, Billing and Collections, Contract Management, Public Information and Communications, Records Management and Executive Leadership

Administration	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
Expenditures*	229,937	(23,785)	-	-	1,695
Revenues*	45	15	35	233%	15
FTEs	8.49	7.00	7.00	100%	7.00

*This program is entirely funded by the General Fund. Costs are allocated out to other program areas.

Key Performance Measures	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
June Expenditure ETC as % of Year End Actual	103.9%	100%	100%	100%	100%
June Revenue ETC as % of Year End Actual	98.0%	100%	100%	100%	100%
Department Vacancy Rate	16.6%	0.0%	16.4%	(a)	0.0%
Overtime as % of Total Salaries	1.2%	1.2%	1.4%	(a)	1.2%
# of Workers' Comp. Claims Involving Lost Time	2	2	1	67%	0
# of Lost Work Hours (expressed in full time equivalents) from Workers' Comp. During Fiscal Year	0.14	0.14	0.02	11%	0
Average reporting lag time (in days) for Workers' Comp. claims during fiscal year	(a)	(a)	(a)	(a)	1 day

(a) Tracking systems are being developed to capture this data going forward and/or data not available.

FY 06 Budget Note: Control operating expenses, maximize operational efficiency and facilitate the implementation of a Program-Based Performance Budget within the Department and throughout the City.

Citywide Financing Program

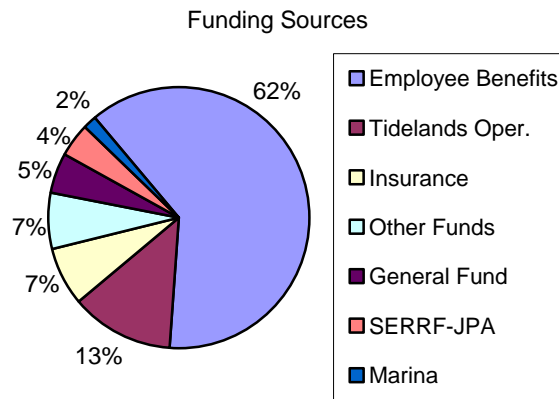
Focus Area: Leadership Management and Support

Line of Business: Administration

Program Description: To administer citywide revenues, expenditures and transfers that are not linked to a specific operating department.

Key Services Provided: Receipt of Property Taxes, Citywide Payments for Pension Obligation Bonds, Police and Fire Pension Plans, Interfund Transfers for the Indirect Cost Allocation Plan, and Expenditures for City-Involved Joint Power Activities

Citywide Financing	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
Expenditures	240,329,523	292,445,882	289,163,231	99%	304,979,882
Revenues	491,048,957	558,860,199	554,372,579	99%	593,471,563
FTEs	-	-	-	-	-



FY 06 Budget Note: This program incorporates revenue and expense associated with Interfund and Non-operating activities, as well as the old Police and Fire Pension Plans. This program, while included in the Department of Financial Management's chapter, incorporates Citywide activities and is not associated with Financial Management's activities, thus is not reflected in Financial Management's budget by Line of Business or Character of Expense.

Citywide Summary by Character of Expense

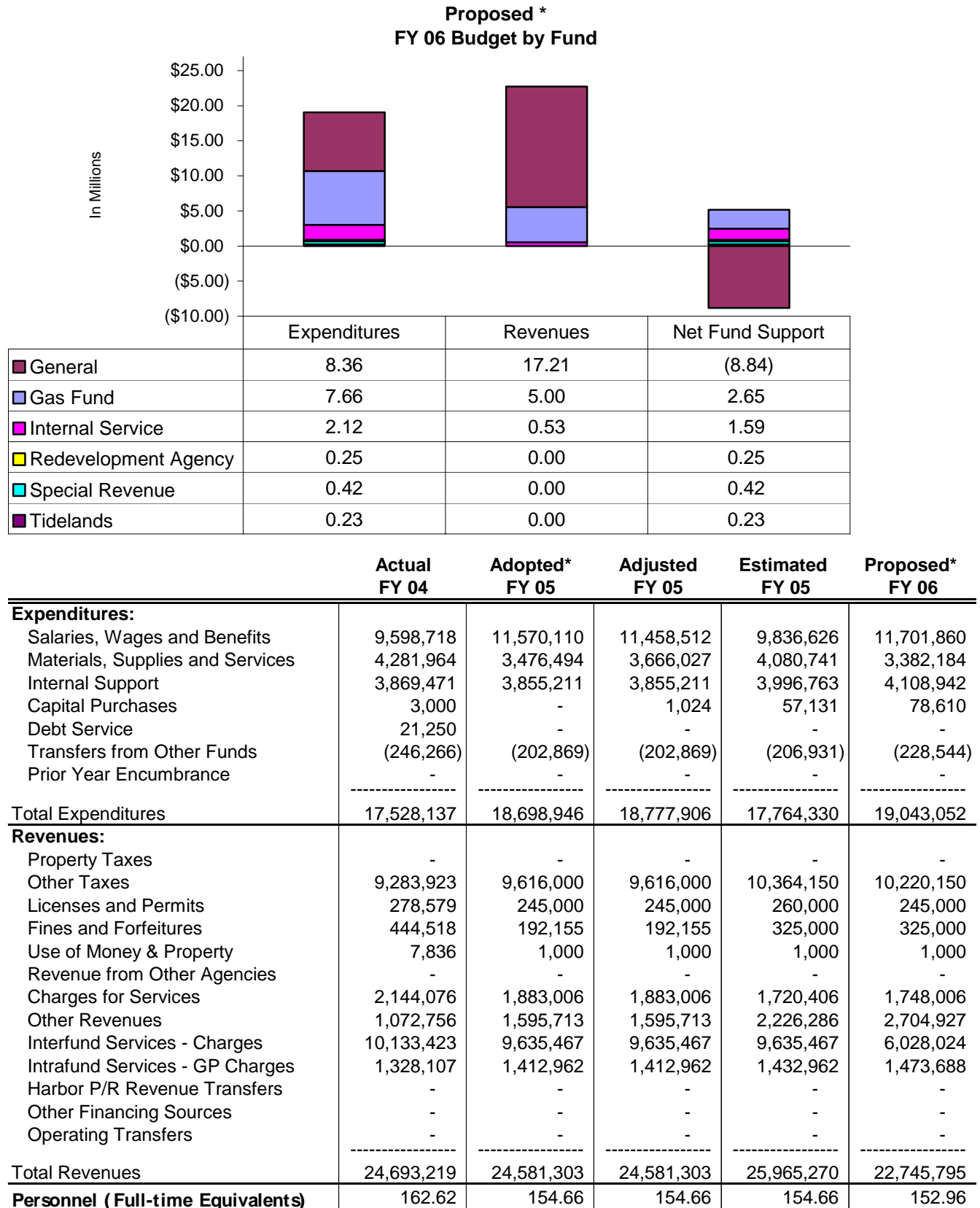
Citywide activities are included on the Financial Management Department and Citywide Activities Summary page. This summary includes Financial Management's operating budget as well as the following activities: "XC" Citywide contains certain citywide revenues, transfers and expenditures that are not linked to a specific operating department. Citywide receipt of property taxes and citywide payments for Pension Obligation Bonds are examples. "XI" contains interfund transfers for the indirect cost allocation. "XJ" Joint Powers Authority contains expenditures for City-involved joint power activities.

The second Department summary page strictly includes the Department of Financial Management's operating budget.

	Actual FY 04	Adopted* FY 05	Adjusted FY 05	Estimated FY 05	Proposed* FY 06
Expenditures:					
Salaries, Wages and Benefits	113,784,790	162,008,411	162,008,411	159,620,166	183,764,151
Materials, Supplies and Services	49,738,151	48,674,713	48,973,354	52,048,731	53,302,225
Internal Support	6,380,674	6,478,728	6,478,728	6,445,396	141,179
Capital Purchases	700,205	-	695,500	605,500	-
Debt Service	45,904,677	44,320,141	47,906,920	45,870,639	44,606,091
Transfers from Other Funds	23,821,026	26,182,970	26,382,970	24,572,799	23,166,236
Prior Year Encumbrance	-	-	-	-	-
Total Expenditures	240,329,523	287,664,962	292,445,882	289,163,231	304,979,882
Revenues:					
Property Taxes	55,677,155	61,483,000	61,483,000	60,909,494	63,528,000
Other Taxes	112,013,380	101,160,494	101,160,494	104,030,607	109,767,865
Licenses and Permits	365,114	1,700,000	1,700,000	1,700,000	1,000,000
Fines and Forfeitures	11,638	-	-	3,500	-
Use of Money & Property	25,682,986	23,105,989	23,105,989	23,680,515	28,543,278
Revenue from Other Agencies	43,055,014	61,577,779	61,133,777	65,170,847	60,253,322
Charges for Services	24,677,080	24,435,000	24,489,419	25,395,800	29,521,000
Other Revenues	3,640,900	2,972,373	3,416,375	4,095,105	7,597,582
Interfund Services - Charges	142,373,519	209,727,639	209,727,639	190,042,299	225,671,826
Intrafund Services - GP Charges	6,308,973	6,308,973	6,308,973	6,308,973	-
Other Financing Sources	11,595,000	-	3,586,779	4,146,779	-
Operating Transfers	65,648,198	62,570,949	62,747,754	68,888,661	67,588,690
Total Revenues	491,048,957	555,042,196	558,860,199	554,372,579	593,471,563
Personnel (Full-time Equivalents)	N/A	N/A	N/A	N/A	N/A

* Amounts exclude all-years carryover.

Summary by Character of Expense



* Amounts exclude all-years carryover.

Personal Services

Classification	FY 04 Adopt FTE	FY 05 Adopt FTE	FY 06 Prop FTE	FY 05 Adopted Budget	FY 06 Proposed Budget
Director of Financial Management	1.00	1.00	1.00	151,516	132,053
Accountant II	1.00	-	-	-	-
Accountant III	11.00	12.00	12.00	743,500	738,018
Accounting Clerk II	4.00	3.00	3.00	104,877	101,941
Accounting Clerk III	8.00	8.00	8.00	315,572	307,088
Accounting Operations Officer	3.00	3.00	3.00	244,869	244,935
Accounting Technician	3.00	3.00	3.00	130,573	130,573
Administrative Analyst II	1.00	1.00	1.00	65,160	65,160
Administrative Analyst II - Confidential	-	-	1.00	-	58,089
Administrative Analyst III	4.00	4.00	4.00	280,755	242,818
Administrative Analyst III - Confidential	4.00	5.00	4.00	341,900	273,238
Administrative Intern - NC/H39	0.80	0.80	-	25,165	-
Budget Management Officer	1.00	1.00	1.00	80,000	80,031
Business Services Officer	1.00	1.00	1.00	75,348	75,348
Buyer I	3.00	3.00	3.00	162,673	167,975
Buyer II	2.00	2.00	2.00	127,273	133,716
City Controller/Special Projects Manager	0.49	-	-	-	-
City Controller/Budget Manager	1.00	1.00	1.00	110,345	100,000
City Treasurer	1.00	1.00	1.00	111,221	112,000
Clerk III	1.00	1.00	1.00	32,090	32,090
Clerk Typist II	1.00	1.00	1.00	34,621	34,621
Clerk Typist III	2.00	3.00	3.60	100,232	113,531
Clerk Typist III - Confidential	-	-	1.00	-	37,588
Clerk Typist IV	1.00	1.00	-	31,162	-
Customer Service Representative II	16.00	14.00	13.50	491,713	465,512
Customer Service Representative II-NC	4.33	4.86	4.86	153,315	152,556
Customer Service Representative III	46.00	45.00	45.00	1,777,155	1,764,190
Customer Services Officer	1.00	1.00	1.00	75,348	75,348
Customer Services Supervisor I	7.00	6.00	6.00	288,614	283,467
Customer Services Supervisor II	3.00	3.00	3.00	150,922	155,911
Diversity Outreach Officer	1.00	-	-	-	-
Executive Secretary	1.00	1.00	1.00	49,108	49,108
Financial Services Officer	1.00	2.00	1.00	157,281	77,281
License Inspector I	3.00	3.00	3.00	133,987	133,987
License Inspector II	1.00	1.00	1.00	46,972	46,972
Manager-Administrative Services	1.00	-	1.00	-	73,539
Manager-Commercial Services	1.00	1.00	1.00	104,761	104,761
Payroll/Personnel Assistant II	2.00	1.00	1.00	37,588	37,588
Payroll Specialist I	3.00	3.00	3.00	131,085	135,207
Purchasing Agent	1.00	1.00	1.00	77,970	77,970
Revenue Officer	1.00	-	-	-	-
Secretary	4.00	3.00	3.00	114,376	111,011
Secretary - Confidential	1.00	1.00	-	40,430	-
Senior Accountant	3.00	3.00	3.00	199,837	206,672
Senior Accountant - Confidential	1.00	1.00	1.00	70,374	70,374
Systems Analyst I	2.00	1.00	1.00	50,680	50,680
Subtotal Page 1	159.62	151.66	149.96	7,420,365	7,252,947

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Year Three – Financial Strategic Plan Implementation

DESCRIPTION	SERVICE IMPACT
Reduce general operating, travel, training and equipment expense (\$12,530)	Staff will be required to address ever-expanding needs with limited resources
Eliminate Administrative Intern in Treasury and downgrade full-time Clerk Typist to part time in Commercial Services (\$23,290)	Additional work with limited resources
Bi-monthly meter reading expenditure reduction (\$246,327)	No service impact when meters are read every other month. Continuation of program implemented in FY 05
Charge late and collection agency fees on various delinquent accounts (\$141,000)	City will benefit by full cost recovery on various accounts receivables, including paramedic and ambulance transports and false alarms
Add banking fees for credit card payments and remote payment stations (\$186,823)	Customers using credit cards will be assessed a \$3.00 fee. Customers using remote payment station option will pay the \$1.00 vendor cost
Increased revenue from FY 05 Plan items: Utility Payment late fees, Business License Taxes, and Parking Citation Processing for Long Beach City College (\$753,000)	No service impact

Key Contacts

Michael A. Killebrew
Director of Financial Management
Acting Controller/Budget Manager

David Nakamoto
City Treasurer

Pamela Wilson-Horgan
Commercial Services Manager

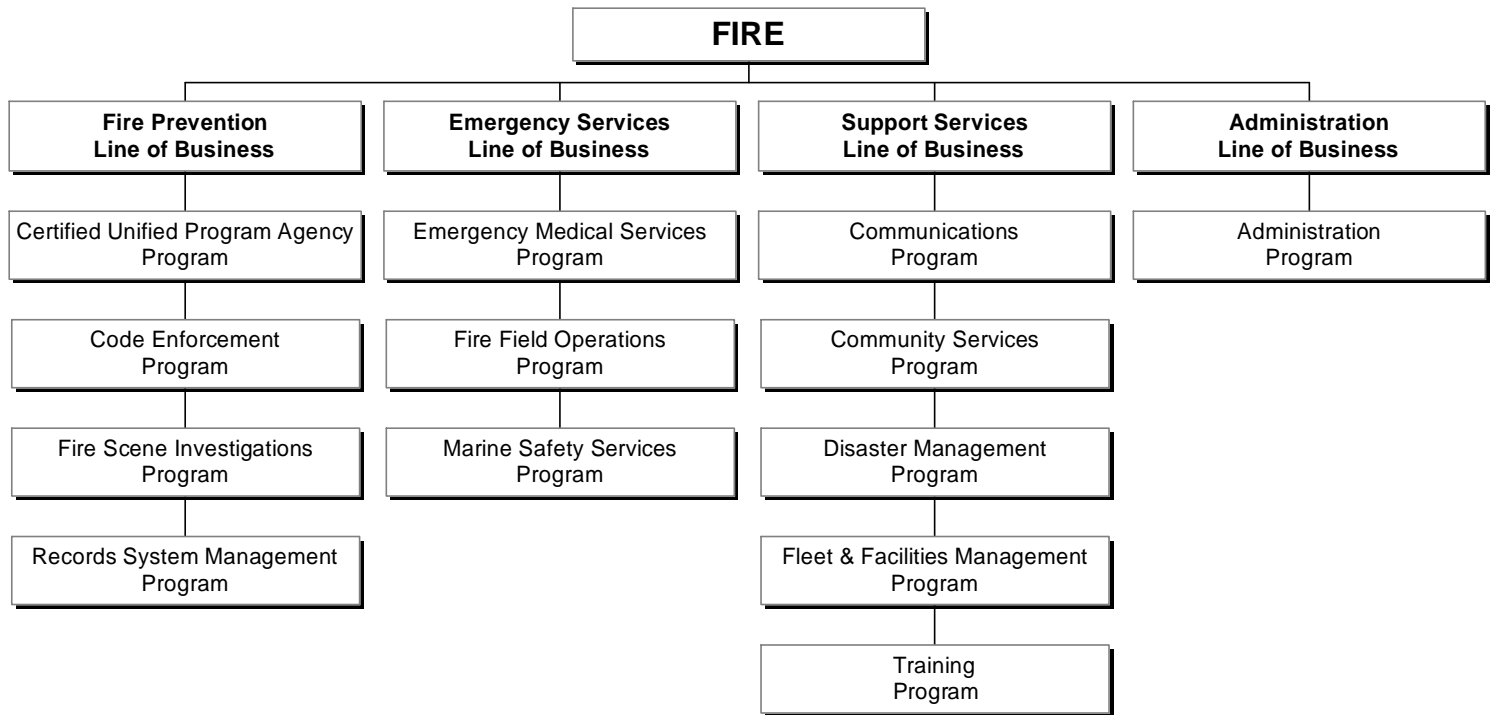
David M. Wodynski
Budget Management Officer

John C. Zanier
Administrative Services Officer

Jana Vandenberg
Purchasing Agent

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FIRE

We protect lives, property and provide for a safer community

Chapter Overview

The Fire Department has not yet completed the F.O.R. Long Beach full strategic planning process. As part of an initial strategic business planning process, the Department has developed its program structure and some basic output, or workload, program performance measures. The program structure and performance measures serve as the basis for the City's performance-based program budget and will add clarity to the City's budget by aligning background program information (listing of services), budget allocations, and basic performance information, all at the program level. As the Department completes the full strategic business planning process, additional program information and performance measures will be developed.

As part of the full strategic planning process, the Department will also identify significant issues confronting the department and will develop strategic objectives to address those issues. Until that time, the Department has identified a number of "challenges" currently facing the department. These challenges and corresponding opportunities have been included in this budget chapter to help provide context to the Department's activities and resources.

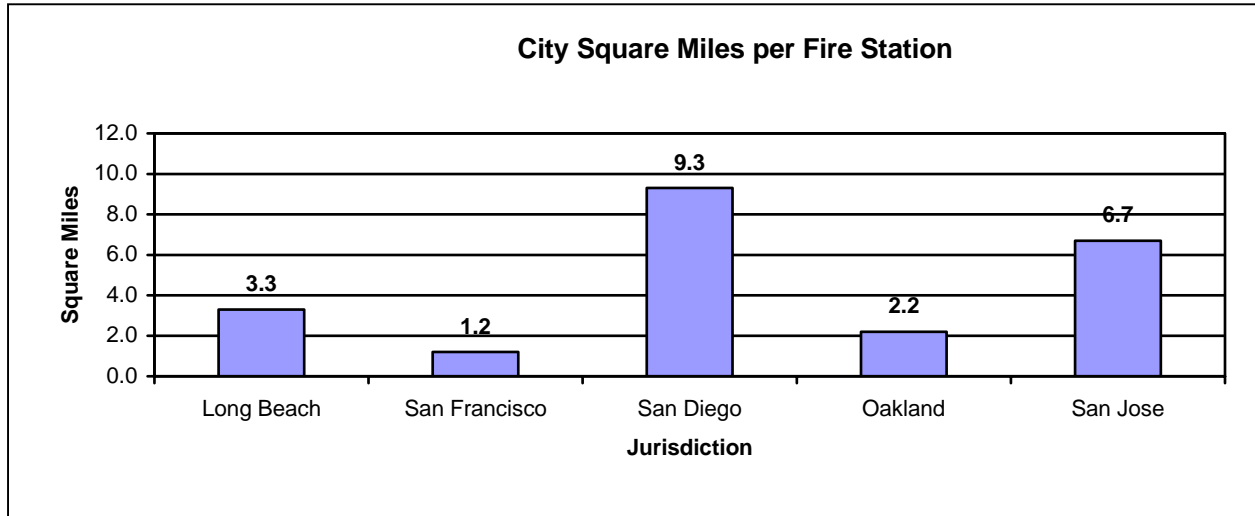
Please note that while the Fire Department has developed output measures for each program, a number of these measures may be new to the department and will take time to fully develop and collect the performance information. Therefore, some performance measures are presented at this time without the corresponding performance information.

Table of Contents

Service Delivery Environment	191
Challenges and Opportunities	192
Summary by Line of Business and Fund	193
Fire Prevention Line of Business Summary and Accomplishments	194
Program Summaries	195 - 198
Emergency Services Line of Business Summary and Accomplishments	199
Program Summaries	200 - 202
Support Services Line of Business Summary and Accomplishments	203
Program Summaries	204 - 208
Administration Line of Business Summary and Accomplishments	209
Program Summary	210
Summary by Character of Expense	211
Personal Services	212
Year Three - Financial Strategic Plan Implementation	214
Key Contacts	215

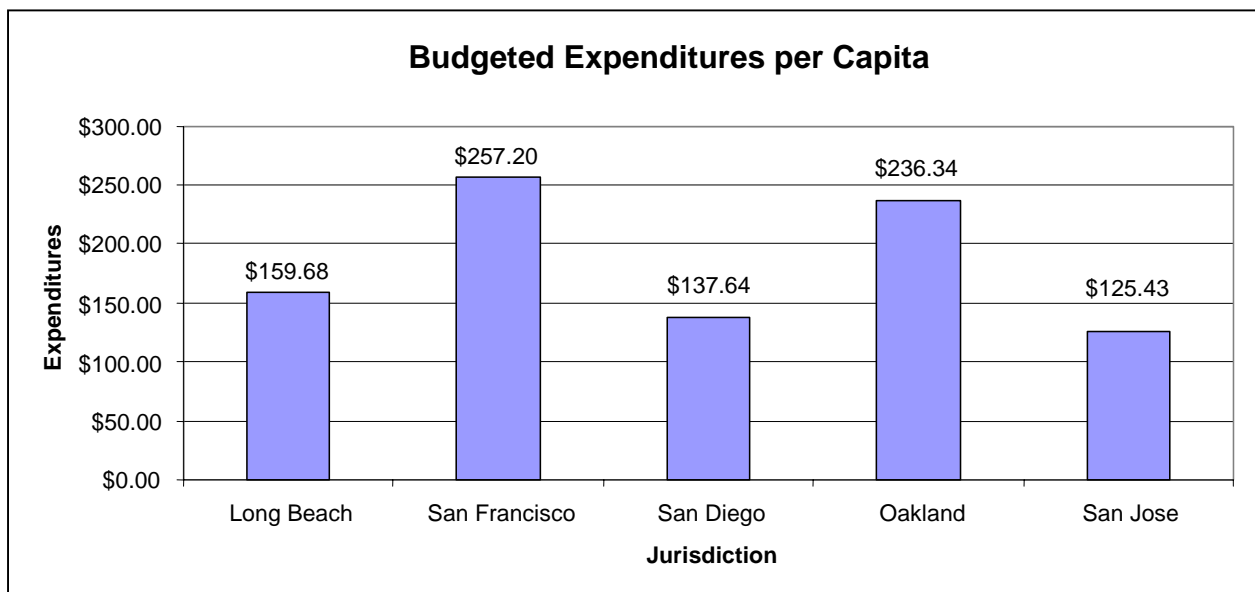
Service Delivery Environment

Long Beach, at 76.2 square miles including waterways, has 23 fire stations, or 3.3 square miles per fire station, and serves a population of 491,000 people. The City of San Francisco has 49 square miles with 42 fire stations, or 1.2 square miles per fire station, and serves a population of 791,600 people.



Source: ICMA Center for Performance Measurement, FY 2003 Data Report, Fire and EMS

Fire and Emergency Medical Services (EMS) budgeted expenditures are at \$257 and \$236 per capita for San Francisco and Oakland respectively. Long Beach budgeted expenditures are at \$160 per capita.



Source: ICMA Center for Performance Measurement, FY 2003 Data Report, Fire and EMS; and city websites

Challenges and Opportunities

Challenges

- The Fire Department's greatest challenge will be to continue to provide a high level of quality fire protection and emergency medical services with diminishing resources. Previous staff reductions in areas such as Fire Prevention, Operations, and Community Services can impact outreach activities and inspection service turnaround time.
- Another challenge is to develop a financial strategy to address the short and long term infrastructure needs of the department. Five of the fire stations are over 60 years old and thirteen other stations are over 40 years old. The 3D/International Fire Facilities Assessment Report in 2002 identified repair, rehabilitation, modernization and new facility requirements totaling \$147 million.

Opportunities

- The Department recently implemented a records management system that will provide management with data to better evaluate performance, document staffing needs and improve operations.
- The Department continues to pursue grant-funding opportunities to secure additional equipment and resources to better prepare the City to respond to natural disasters and acts of terrorism. Funding will be utilized for specialized training and to acquire Command and Weapons of Mass Destruction/Multi-Casualty Incident (WMD/MCI) units as well as upgrade equipment to achieve WMD compliance.
- The Department will implement a Basic Life Support (BLS) Transportation pilot program. Paramedics provide Advanced Life Support (ALS) transport to the hospital for severe cases and BLS transports patients for non-life threatening injuries/illnesses. Since Firefighters and Paramedics provide the initial response to all patients, this integration of BLS and ALS transport will improve customer service by speed of response, level of care and reliability.
- The Fire Academy will be expanded to accommodate additional recruits, to reduce training expenses and have more qualified firefighters.
- Through the scheduled replacement cycle as well as grant funding, the Department will place into service ten new fire engines, two ladder trucks, three airport crash rigs, one rescue boat, one command vehicle, one Dive Support rig and two Weapons of Mass Destruction/Multi Casualty Incident (WMD/MCI) rigs. These units will improve reliability and response capabilities to the community.

Summary by Line of Business and Fund

FY 06 Budget by Line of Business

Line of Business	Actual FY 04	Budget FY 05*	Estimated FY 05	Percent of Budget	Proposed FY 06
Fire Prevention					
Expenditures	3,556,865	3,917,121	3,720,626	95%	4,109,466
Revenues	2,115,056	2,213,230	2,132,871	96%	2,206,237
FTEs	29.00	29.00	29.00	100%	29.00
Emergency Services					
Expenditures	58,763,314	65,147,802	67,729,072	104%	68,796,902
Revenues	18,516,609	19,743,399	21,185,931	107%	20,700,985
FTEs	470.40	454.40	454.40	100%	482.40
Support Services					
Expenditures	8,534,686	16,171,100	17,143,732	106%	7,093,658
Revenues	2,099,577	9,021,559	9,943,925	110%	105,000
FTEs	42.46	43.46	43.46	100%	43.46
Administration					
Expenditures	1,453,783	1,400,124	1,416,416	101%	1,569,997
Revenues	1,382	2,500	1,376	55%	2,000
FTEs	12.50	13.50	13.50	100%	13.50
Department TOTAL					
TOTAL Expenditures	72,308,649	86,636,146	90,009,846	104%	81,570,024
TOTAL Revenues	22,732,625	30,980,688	33,264,103	107%	23,014,222
TOTAL FTEs	554.36	540.36	540.36	100%	568.36

Note: Historical Expenditure and FTE information have been recast from the Bureau level to the Program level

* Amounts exclude all-years carryover.

FY 06 Budget by Fund

Fund	Expenditures	Revenues	Net Fund Support
General Fund	67,328,435	13,990,579	53,337,856
CUPA Fund	407,366	402,500	4,866
Tidelands Fund	13,834,222	8,621,143	5,213,079
Total	81,570,024	23,014,222	58,555,802

Fire Prevention Line of Business

Program	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
Certified Unified Program Agency					
Expenditures	439,720	484,976	386,855	80%	546,067
Revenues	414,076	407,700	407,500	100%	402,500
FTEs	4.00	4.00	4.00	100%	4.25
Code Enforcement					
Expenditures	2,223,976	2,482,871	2,409,322	97%	2,623,439
Revenues	1,700,981	1,805,530	1,724,294	96%	1,803,737
FTEs	20.00	20.00	20.00	100%	19.25
Fire Scene Investigations					
Expenditures	596,452	593,460	586,062	99%	608,864
Revenues	-	-	1,077	100%	-
FTEs	3.00	3.00	3.00	100%	3.25
Records System Management					
Expenditures	296,717	355,813	338,387	95%	331,097
Revenues	-	-	-	0%	-
FTEs	2.00	2.00	2.00	100%	2.25
Line of Business TOTAL					
TOTAL Expenditures	3,556,865	3,917,121	3,720,626	95%	4,109,466
TOTAL Revenues	2,115,056	2,213,230	2,132,871	96%	2,206,237
TOTAL FTEs	29.00	29.00	29.00	100%	29.00

Note: Historical Expenditure and FTE information have been recast from the Bureau level to the Program level

Purpose Statement: To be developed during the department's Full Strategic Business Planning process in the coming months. This information will be available as part of the FY 07 Budget Development Process.

FY 05 Key Accomplishment:

- The implementation of a new automated Records Management System will provide management with information to better evaluate performance, document staffing needs and improve operations.

Certified Unified Program Agency Program

Focus Area: Environment

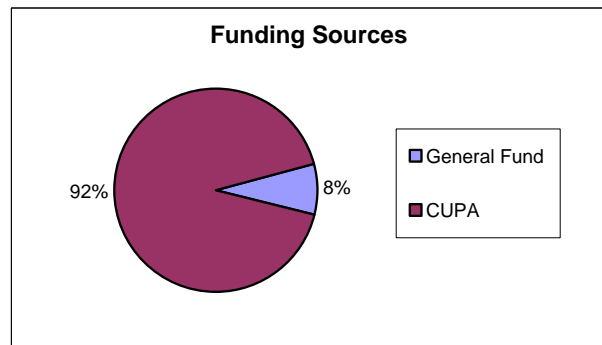
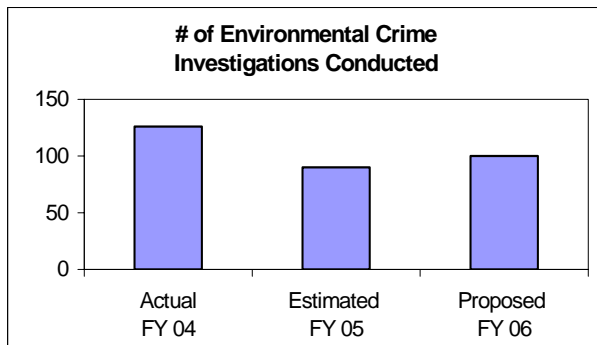
Line of Business: Fire Prevention

Program Description: To administer the hazardous materials inspection program of Long Beach businesses and other properties.

Key Services Provided: Environmental Crimes Investigations, Storage Tank Inspections and Business Emergency Plan Inspections

Certified Unified Program Agency	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
Expenditures	439,720	484,976	386,855	80%	546,067
Revenues	414,076	407,700	407,500	100%	402,500
FTEs	4.00	4.00	4.00	100%	4.25

Key Performance Measure	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
# of Environmental Crime Investigations Conducted	126	96	90	94%	100



FY 06 Budget Note: Firefighter positions will be converted to civilian Plan Checker- Fire Prevention positions as recommended in the Fire Services Review Study to reduce costs.

Code Enforcement Program

Focus Area: Community Safety

Line of Business: Fire Prevention

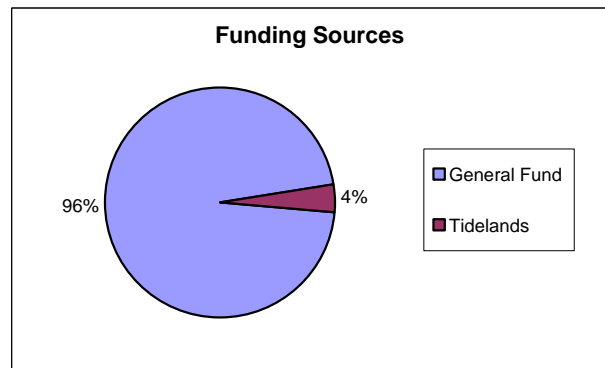
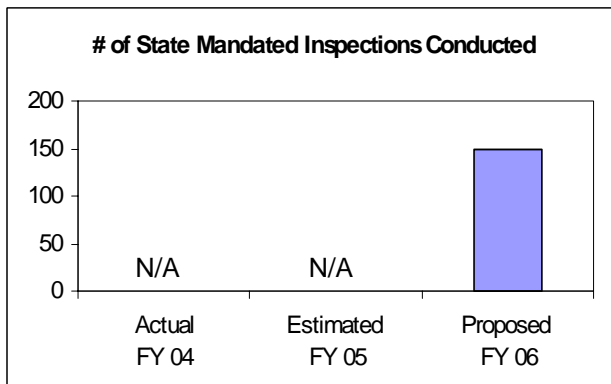
Program Description: To provide inspections and, if necessary, citations to Long Beach business and property owners gain compliance with Fire Codes.

Key Services Provided: State Mandated Inspections (assembly, educational, institutional, residential, high-rise), Citizen Complaint Investigations, Other Occupancy Inspections (factory, storage, mercantile, business, other residential, hazardous), Harbor Property Inspections, Building Plan Checks, New Construction Inspections, Building Improvement Inspections, Special Event Inspections, New Business License Inspections and Training Classes

Code Enforcement	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
Expenditures	2,223,976	2,482,871	2,409,322	97%	2,623,439
Revenues	1,700,981	1,805,530	1,724,294	96%	1,803,737
FTEs	20.00	20.00	20.00	100%	19.25

Key Performance Measures	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
# of State Mandated Inspections Conducted	(a)	(a)	(a)	(a)	150
# of Citizen Complaint Investigations Completed	(a)	(a)	(a)	(a)	100

(a) Tracking systems are being developed to capture this data going forward and/or data not available.



FY 06 Budget Note: Revenues are expected to increase, as fees will more closely recover actual costs. One Firefighter position will be converted to one civilian Plan Checker position as recommended in the Fire Services Study to reduce costs. Implementation of Records Management System will enable tracking of performance measures.

Fire Scene Investigations Program

Focus Area: Community Safety

Line of Business: Fire Prevention

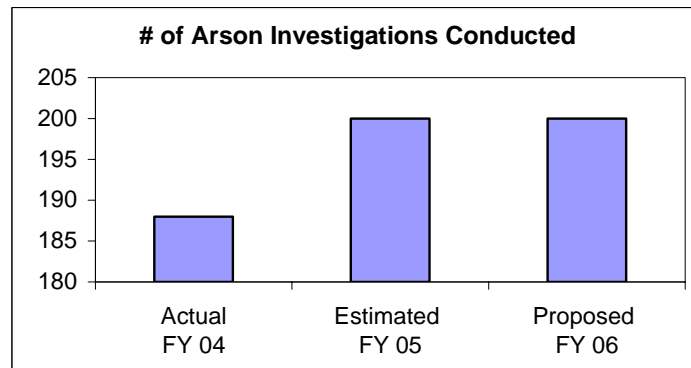
Program Description: To investigate and identify suspicious fires.

Key Services Provided: Cause Determination Reports, Arson Investigations Reports, Training Classes, Arson Offenders Registration and Fireworks Investigations

Fire Scene Investigations	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
Expenditures*	596,452	593,460	586,062	99%	608,864
Revenues*	-	-	1,077	100%	-
FTEs	3.00	3.00	3.00	100%	3.25

* This program is entirely funded by the General Fund.

Key Performance Measures	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
# of Arson Investigations Conducted	188	200	200	100%	200
# of Fire Fatalities	4	0	0	0%	0



FY 06 Budget Note: FTE increase due to direct allocation of staffing in this program.

Records System Management Program

Focus Area: Community Safety

Line of Business: Fire Prevention

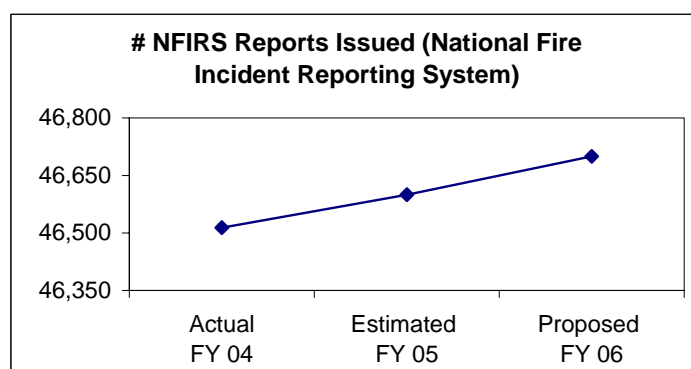
Program Description: To provide detailed information and analyses to management to better allocate resources, evaluate performance and manage operations.

Key Services Provided: Data Reports, such as for the National Fire Incidents Report System (NFIRS); International City/County Management Association (ICMA); National Fire Protection Association (NFPA), On Site Technical Report Services and Training Classes

Records Systems Management	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
Expenditures*	296,717	355,813	338,387	95%	331,097
Revenues*	-	-	-	-	-
FTEs	2.00	2.00	2.00	100%	2.25

* This program is entirely funded by the General Fund.

Key Performance Measure	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
# NFIRS Reports Issued (National Fire Incident Reporting System)	46,514	46,600	46,600	100%	46,700



FY 06 Budget Note: The Department will continue its implementation of the new Records Management System which will provide detailed information to better allocate resources, evaluate performance and manage operations.

Emergency Services Line of Business

Program	Actual FY 04	Budget FY 05*	Estimated FY 05	Percent of Budget	Proposed FY 06
Emergency Medical Services					
Expenditures	462,661	620,535	574,771	93%	724,660
Revenues	-	-	-	-	-
FTEs	5.00	5.00	5.00	100%	5.00
Fire Field Operations					
Expenditures	52,927,495	59,052,657	61,352,259	104%	62,557,882
Revenues	18,104,808	19,385,977	20,592,105	106%	20,297,586
FTEs	415.00	399.00	399.00	100%	427.00
Marine Safety					
Expenditures	5,373,158	5,474,611	5,802,042	106%	5,514,360
Revenues	411,802	357,422	593,826	166%	403,399
FTEs	50.40	50.40	50.40	100%	50.40
Line of Business TOTAL					
TOTAL Expenditures	58,763,314	65,147,802	67,729,072	104%	68,796,902
TOTAL Revenues	18,516,609	19,743,399	21,185,931	107%	20,700,985
TOTAL FTEs	470.40	454.40	454.40	100%	482.40

Note: Historical Expenditure and FTE information have been recast from the Bureau level to the Program level

* Amounts exclude all-years carryover.

Purpose Statement: To be developed during the department's Full Strategic Business Planning process in the coming months. This information will be available as part of the FY 07 Budget Development Process.

FY 05 Key Accomplishments:

- The Department implemented a pilot Basic Life Support (BLS) transportation program. Paramedics provide Advanced Life Support (ALS) transport to the hospital for severe cases and BLS transports patients for non-life threatening injuries/illnesses. Since Firefighters and Paramedics provide the initial response to all patients, this integration of BLS and ALS transport will improve customer service by speed of response, level of care and reliability.
- With the upgrade of Engine 24, located in the Port of Long Beach, to a Paramedic assessment unit, the Department has met its current goal of having a Paramedic at every fire station, with the exception of specialty stations (Airport crash rescue and two large fireboats).
- The Department continued to respond as part of the State's Master Mutual Aid Program, including the response in January 2005 to the La Conchita mudslide and numerous wildland fires.
- A new Urban Search and Rescue (USAR) vehicle, funded by a Homeland Security grant, was placed into service. This new custom designed vehicle enhances the City's heavy rescue response capabilities.

Emergency Medical Services Program

Focus Area: Community Safety

Line of Business: Emergency Services

Program Description: To provide quality emergency medical services training and certification to the Firefighters, Paramedics and Ambulance Operators.

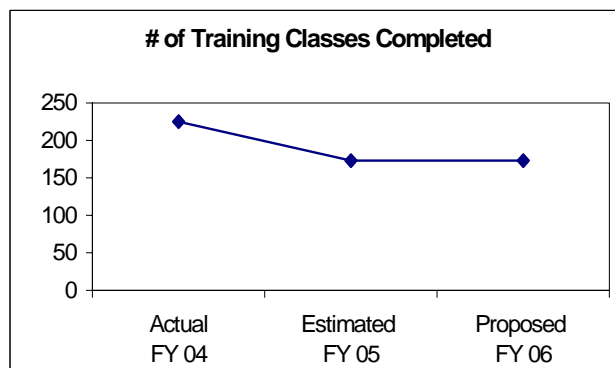
Key Services Provided: Training Classes, Emergency Medical Technician-Basic and Paramedic-Continuous education, emergency medical dispatch primary and continuing education, Cardio-Pulmonary Resuscitation (CPR) certifications, Records Management, EMS database management, technical skills assessments, medical dispatch protocols, medical oversight, corrective actions), Inter-Agency Medical Liaison Services (compliance reports, service delivery design), Medical Equipment Specifications and Maintenance Coordination, Complaint Investigations, Billing and Collection and Ambulance Transport Monitoring Services

Emergency Medical Services	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
Expenditures*	462,661	620,535	574,771	93%	724,660
Revenues*	-	-	-	-	-
FTEs	5.00	5.00	5.00	100%	5.00

*This program is entirely funded by the General Fund.

Key Performance Measures	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
# of Training Classes Completed	225	173	173	100%	173
# of Training Hours Completed	(a)	(a)	(a)	(a)	(a)

(a) Tracking systems are being developed to capture this data going forward and/or data not available.



FY 06 Budget Note: Changes in State regulations for FY 06 will increase the required Emergency Medical Technician (EMT) basic training hours.

Fire Field Operations Program

Focus Area: Community Safety

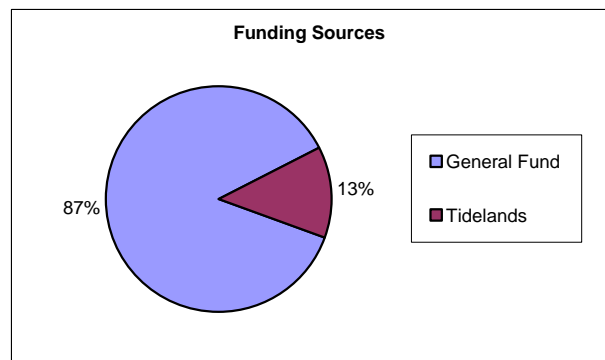
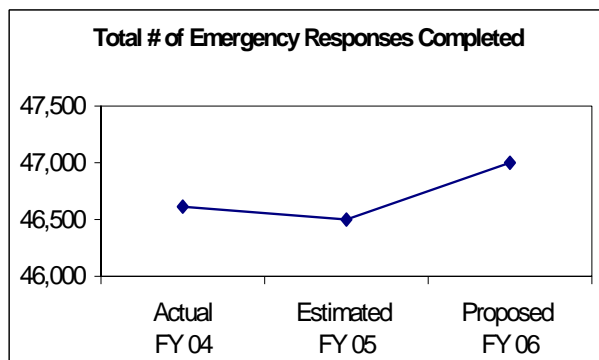
Line of Business: Emergency Services

Program Description: To protect lives, the environment and property by providing effective fire suppression, paramedic services and basic life support transport.

Key Services Provided: Emergency Fire and Medical Responses, Non-Emergency Medical Responses, Hazardous Materials Emergency Responses, Other Responses (swiftwater rescue, utility emergencies, elevator evacuations, Urban Search and Rescue (USAR), Airport Fire and Rescue, Fire Boats, Automatic and Mutual Aid, Hydrant Maintenance, Fire Prevention Inspection Reports, Training (school drills, high-rise drills, target hazard drills, industrial, fire extinguisher training, disaster drills), School Safety Training Services, Fire Station Maintenance, Community Assistance Services (community organizations, other City departments), Self-Contained Breathing Apparatus Maintenance and Fire Hose Maintenance, Equipment Maintenance (chain saws, rotary saws, jaws-of-life and personal protective equipment)

Fire Field Operations	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
Expenditures	52,927,495	59,052,657	61,352,259	104%	62,557,882
Revenues	18,104,808	19,385,977	20,592,105	106%	20,297,586
FTEs	415.00	399.00	399.00	100%	427.00

Key Performance Measures	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
Total # of Emergency Responses Completed	46,614	46,500	46,500	100%	47,000
# of Fire Responses Completed	5,551	5,500	5,500	100%	5,600



FY 06 Budget Note: Full implementation of the Basic Life Support (BLS) pilot program will continue and its effectiveness will be evaluated and determination will be made as a permanent service.

Marine Safety Services Program

Focus Area: Community Safety

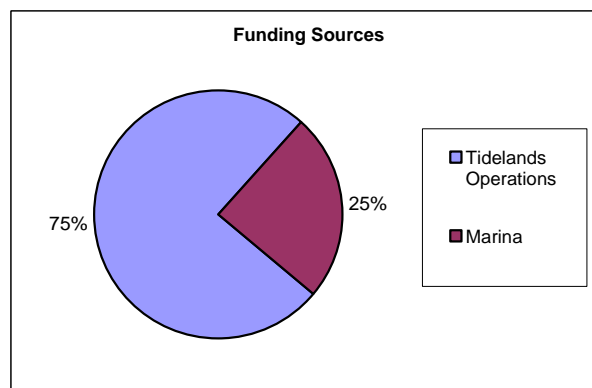
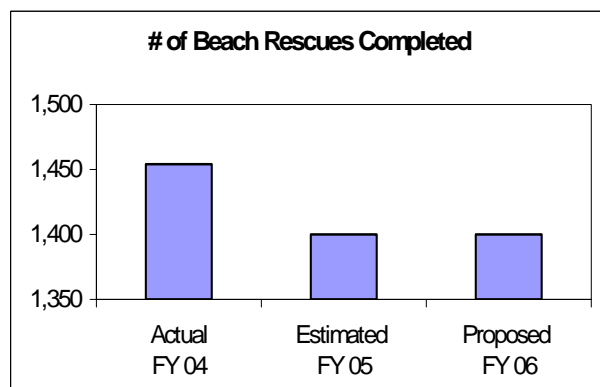
Line of Business: Emergency Services

Program Description: To provide marine safety services on the beaches and waterways.

Key Services Provided: Rescues, Emergency and Non-Emergency Medical Aid, Hazardous Materials Response and Investigations, Safety Advisories, Public Information, Dispatching, Patrol, Boating Accident Investigations, Enforcement Actions, Fire Suppression, Vehicle Equipment Maintenance Coordination, Facility Maintenance and Diving, Marina Maintenance Assistance, Junior Lifeguard program, Swift Water Rescue, Training Classes, Boat Impoundments and Movement, and Event Coordination Services

Marine Safety Program	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
Expenditures	5,373,158	5,474,611	5,802,042	106%	5,514,360
Revenues	411,802	357,422	593,826	166%	403,399
FTEs	50.40	50.40	50.40	100%	50.40

Key Performance Measures	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
# of Beach Rescues Completed	1,454	1,400	1,400	100%	1,400
# of Boat Rescues Completed	1,696	1,500	1,500	100%	1,500



FY 06 Budget Note: Revenues are expected to increase, as fees will more closely recover actual costs. Marine Safety will place a new replacement rescue boat in service in late 2005. Two replacement rescue boats will be built in 2006.

Support Services Line of Business

Program	Actual FY 04	Budget FY 05*	Estimated FY 05	Percent of Budget	Proposed FY 06
Communications					
Expenditures	2,469,281	2,365,634	2,282,958	97%	2,570,242
Revenues	-	1,325	-	-	-
FTEs	24.00	23.00	23.00	100%	23.00
Community Services					
Expenditures	374,249	522,290	533,810	102%	578,190
Revenues	5,721	-	1,657	100%	-
FTEs	4.00	4.00	4.00	100%	4.00
Disaster Management					
Expenditures	4,488,968	11,510,964	12,389,849	108%	1,987,727
Revenues	2,003,226	8,840,234	9,817,268	111%	-
FTEs	3.00	4.00	4.00	100%	4.00
Fleet and Facilities Management					
Expenditures	2,433	-	115,728	100%	-
Revenues	-	-	-	-	-
FTEs	-	-	-	-	-
Training					
Expenditures	1,199,754	1,772,211	1,821,387	103%	1,957,498
Revenues	90,630	180,000	125,000	69%	105,000
FTEs	11.46	12.46	12.46	100%	12.46
Line of Business TOTAL					
TOTAL Expenditures	8,534,686	16,171,100	17,143,732	106%	7,093,658
TOTAL Revenues	2,099,577	9,021,559	9,943,925	110%	105,000
TOTAL FTEs	42.46	43.46	43.46	100%	43.46

Note: Historical Expenditure and FTE information have been recast from the Bureau level to the Program level

* Amounts exclude all-years carryover.

Purpose Statement: To be developed during the department's Full Strategic Business Planning process in the coming months. This information will be available as part of the FY 07 Budget Development Process.

FY 05 Key Accomplishments:

- The Department hosted the Operation Lead Shield, a large-scale interagency security and emergency response exercise designed by Federal agencies, incorporating local, State, Federal and military assets.
- The Department continued to successfully coordinate the Homeland Security grants for the City.

Communications Program

Focus Area: Community Safety

Line of Business: Support Services

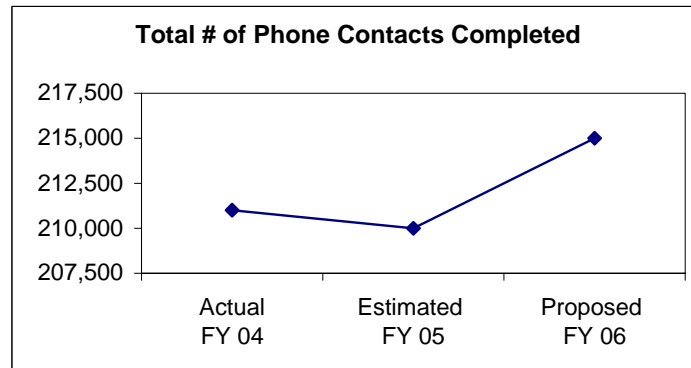
Program Description: To operate the Communication Center and answer fire and medical related calls, and dispatches units as required.

Key Services Provided: Answer Emergency and Non-emergency Calls, Emergency Call Dispatch, Computer Aided Dispatch (CAD) Data Management, Communication Coordination, Response Resource Allocation, Dispatcher Training Classes, Police 911 Call Center Back-up Services and Animal Control Dispatches (after hours)

Communications	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
Expenditures*	2,469,281	2,365,634	2,282,958	97%	2,570,242
Revenues*	-	1,325	-	-	-
FTEs	24.00	23.00	23.00	100%	23.00

* This program is entirely funded by the General Fund.

Key Performance Measures	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
Total # of Phone Contacts Completed	211,009	210,000	210,000	100%	215,000



FY 06 Budget Note: The Fire Communications Center now handles and dispatches all weekend and after-hour calls for Animal Control services.

Community Services Program

Focus Area: Community Safety

Line of Business: Support Services

Program Description: To coordinate media contacts and public information and education, train residents in emergency response and administer volunteer programs.

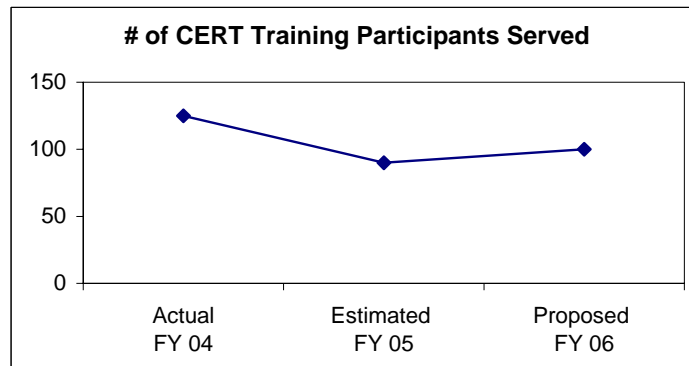
Key Services Provided: Press Releases, Media Contacts and On-scene Media Coordination, Recruitment Outreach, Public Service Announcements, Neighborhood Meetings, Public Education Presentations, Community Emergency Response Team (CERT) Classes, Fire Safety Training Programs (Fire Safety Hours) and Ambassador Programs

Community Services	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
Expenditures*	374,249	522,290	533,810	102%	578,190
Revenues*	5,721	-	1,657	100%	-
FTEs	4.00	4.00	4.00	100%	4.00

* This program is entirely funded by the General Fund.

Key Performance Measures	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
# of CERT Training Participants Served	125	90	90	100%	100
# of Participants Served in Fire Safety Training Programs	(a)	(a)	(a)	(a)	(a)

(a) Tracking systems are being developed to capture this data going forward and/or data not available.



FY 06 Budget Note: The recent successful expansion of the CERT program to businesses will continue. Several large businesses were served in FY 04. The success of this program relies heavily on volunteers.

Disaster Management Program

Focus Area: Community Safety

Line of Business: Support Services

Program Description: To ensure the emergency preparedness of City departments.

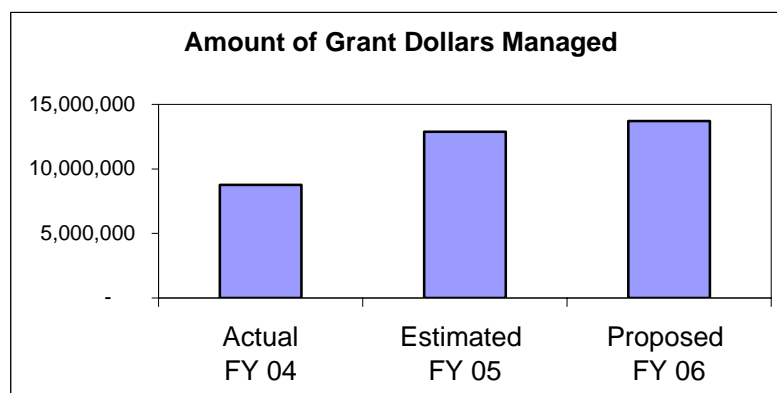
Key Services Provided: Grants Management Services (Homeland Security including Federal Emergency Management Agency (FEMA), Office of Domestic Preparedness (ODP), Emergency Management Grants, Law Enforcement Terrorism Prevention Grants, State Homeland Security Grants, Hazard Mitigation Grants, Metropolitan Medical Response System), Disaster Cost Recovery, Training Classes, Disaster Exercises (Weapons of Mass Destruction (WMD), natural disaster, multi-casualty airport), Emergency Operations Center (EOC) Support (technical and software services), Disaster Response Plans (Hazard Mitigation Plans, Emergency Operations Plans), Mutual Aid System Coordination and Emergency Communications Operations Center (ECOC) Facility Maintenance

Disaster Management Program	Actual FY 04	Budget FY 05**	Estimated FY 05	Percent of Budget	Proposed FY 06
Expenditures*	4,488,968	11,510,964	12,389,849	108%	1,987,727
Revenues*	2,003,226	8,840,234	9,817,268	111%	-
FTEs	3.00	4.00	4.00	100%	4.00

* This program is funded by the General Fund and through grants received each year. At the date of publication, the grant award has not been authorized by City Council and therefore is not included in the FY 06 Proposed Budget.

** Amounts exclude all-years carryover.

Key Performance Measure	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
Amount of Grant Dollars Managed	8,766,353	18,586,809	12,881,120	69%	13,705,689



FY 06 Budget Note: This program will continue to coordinate all Homeland Security funded programs with City departments, including an expected award of \$8 million through the Urban Area Security Initiative (UASI05) for FY 06. A full-scale disaster/emergency exercise is anticipated in FY 06 as part of increased response training for all departments.

Fleet and Facilities Management Program

Focus Area: Community Safety

Line of Business: Support Services

Program Description: To coordinate the department's Fleet maintenance and acquisition activities and facilitate maintenance, repair and construction of facilities.

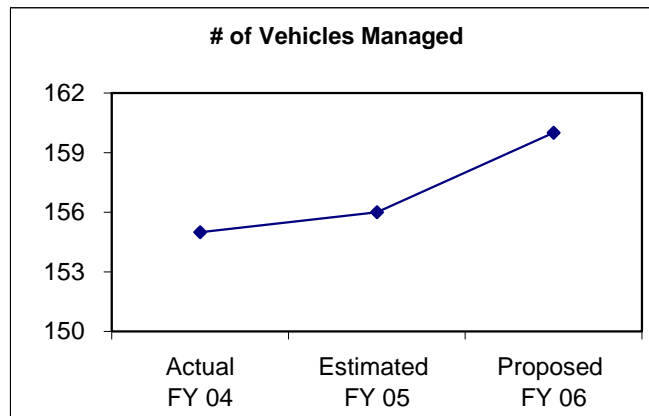
Key Services Provided: Fleet Maintenance Coordination Services, Vehicle Purchase Specifications, Apparatus Operator Certifications, Training Classes, Facility Maintenance and Construction Coordination, and Facility Equipment Specifications

Fleet and Facilities Management	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06**
Expenditures*	2,433	-	115,728	100%	-
Revenues*	-	-	-	-	-
FTEs	-	-	-	-	-

*This program is entirely funded by the General Fund.

** There is no Proposed FY 06 Budget for this program because the associated staff/equipment are included in the Fire Field Operations and Training programs.

Key Performance Measure	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
# of Vehicles Managed	155	156	156	100%	160



FY 06 Budget Note: This program will coordinate the placement into service of two new ladder trucks, two new T-3000 Airport Rescue and Fire fighting vehicles, and ten new fire pumpers. These replacement units will provide more reliability along with state-of-the-art resources to better serve the community. Weapons of Mass Destruction/Multi Casualty Incident (WMD/MCI)/Decon units, and a Command/Communications vehicle funded through Homeland Security grants are also expected to be placed into emergency service.

Construction of Station 24 to primarily serve the Port of Long Beach, will begin in FY 06.

Training Program

Focus Area: Community Safety

Line of Business: Support Services

Program Description: To provide instructional training in operational skills, safety, promotions and certifications, and operate the academy for new recruits.

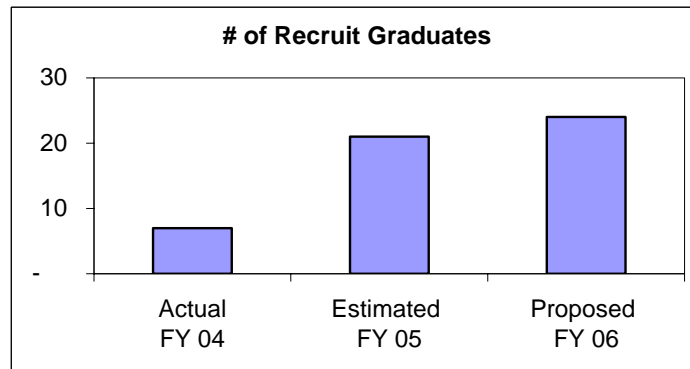
Key Services Provided: Recruit Training Classes (Academy), Operational Skills Training Classes (certifications), Safety Training Classes, Chief Officers Training Classes, Promotional Training Classes and Exams, Video Production (Public Service Announcements, training videos, computerized training) and Apparatus and Equipment Tests Specifications

Training	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
Expenditures*	1,199,754	1,772,211	1,821,387	103%	1,957,498
Revenues*	90,630	180,000	125,000	69%	105,000
FTEs	11.46	12.46	12.46	100%	12.46

*This program is entirely funded by the General Fund.

Key Performance Measures	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
# of Recruit Graduates	7	24	21	88%	24
# of Operational Skills Training Hours Completed	(a)	114	114	100%	37
# of Operational Skills Training Classes Completed	(a)	57	57	100%	63

(a) Tracking systems are being developed to capture this data going forward and/or data not available.



FY 06 Budget Note: The Fire Academy will be expanded to accommodate additional recruits to reduce training expenses and to provide more qualified firefighters.

Administration Line of Business

Program	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
Administration					
Expenditures	1,453,783	1,400,124	1,416,416	101%	1,569,997
Revenues	1,382	2,500	1,376	55%	2,000
FTEs	12.50	13.50	13.50	100%	13.50
Line of Business TOTAL					
TOTAL Expenditures	1,453,783	1,400,124	1,416,416	101%	1,569,997
TOTAL Revenues	1,382	2,500	1,376	55%	2,000
TOTAL FTEs	12.50	13.50	13.50	100%	13.50

Note: Historical Expenditure and FTE information have been recast from the Bureau level to the Program level

Purpose Statement: To provide central administrative support, coordination, and direction to the entire Department. The Administration Line of Business will be more fully developed during the department's Full Strategic Business Planning process in the coming months, providing information for the FY 07 Budget Development Process.

FY 05 Key Accomplishments:

- Implemented Safety and Workers' Compensation program improvements.
- Implemented new Program Budget structure and will further enhance performance information with completion of Business Plan in FY 06.
- Two major reviews of the Fire Department were conducted during FY 05 by TriData/PFM and GeoComm. Both studies validated past and current practices of the Department, provided recommendations to improve delivery and supported new program proposals and improvements. The Department continues to review and implement positive changes, especially those that support the goals of the City's Financial Strategic Plan.

Administration Program

Focus Area: Leadership, Management and Support

Line of Business: Administration

Program Description: To provide central administrative support, coordination and direction for the entire Department.

Key Services Provided: Human Resources, Training, Risk Management, Employee Safety, Workers' Compensation, Budget and Accounting, Procurement, Billing and Collections, Contract Management, Public Information and Communications, Records Management and Executive Leadership

Administration	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
Expenditures*	1,453,783	1,400,124	1,416,416	101%	1,569,997
Revenues*	1,382	2,500	1,376	55%	2,000
FTEs	12.50	13.50	13.50	100%	13.50

*This program is entirely funded by the General Fund.

Key Performance Measures	Actual FY 04	Budget FY 05	Estimated FY 05	Percent of Budget	Proposed FY 06
June Expenditure ETC as % of Year End Actual	99.1%	100%	100%	100%	100%
June Revenue ETC as % of Year End Actual	98.7%	100%	100%	100%	100%
Department Vacancy Rate*	7.6%	0%	0%	(a)	0%
Overtime as % of Total Salaries	37.1%	29.0%	37.8%	(a)	29.8%
# of Workers' Comp. Claims Involving Lost Time	48	48	45	(a)	43
# of Lost Work Hours (expressed in full time equivalents) from Workers' Comp. During Fiscal Year	9.5	9.5	7.2	76%	6.8
Average Reporting Lag Time (in days) for Workers' Comp. Claims During Fiscal Year	(a)	(a)	(a)	(a)	1 day

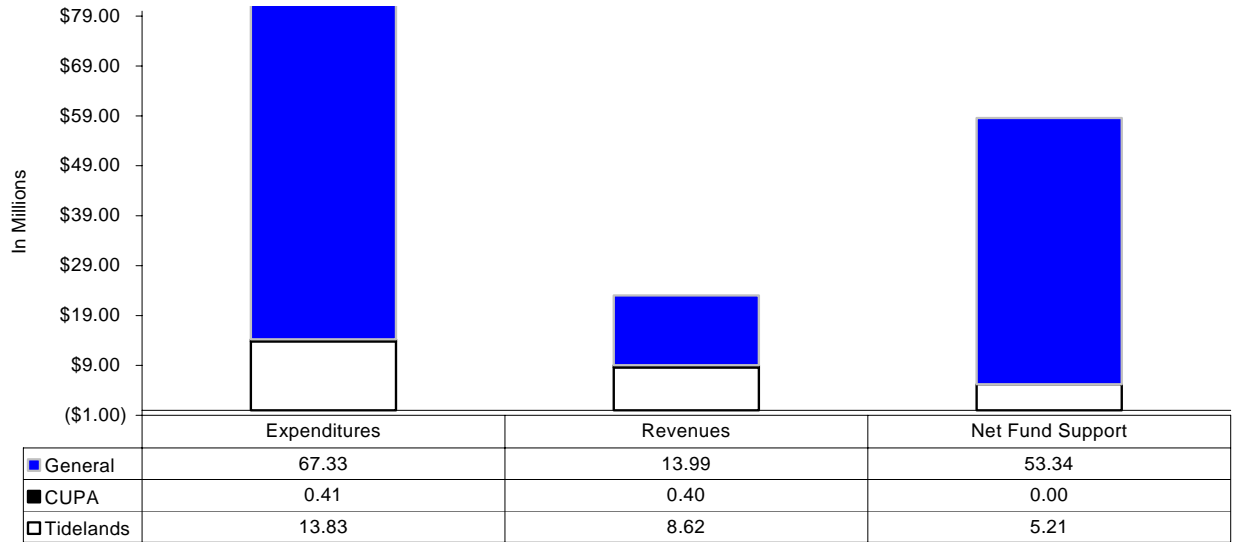
* Vacancies in positions such as those in fire suppression, emergency medical services and communications are filled with call-back overtime in order to meet constant staffing requirements.

(a) Tracking systems are being developed to capture this data going forward and/or data not available.

FY 06 Budget Note: Staffing levels maintained which will enable continued direction and assistance to the entire Department in support of its mission to protect lives, property and provide for a safer community.

Summary by Character of Expense

Proposed* FY 06 Budget by Fund



	Actual FY 04	Adopted* FY 05	Adjusted FY 05	ETC FY 05	Proposed* FY 06
Expenditures:					
Salaries, Wages and Benefits	57,595,141	66,124,568	66,813,526	67,378,195	70,925,605
Materials, Supplies and Services	4,611,842	2,771,773	11,941,985	12,354,325	2,959,983
Internal Support	5,989,819	5,514,679	5,394,679	5,518,848	6,074,936
Capital Purchases	2,066,145	63,488	155,121	1,761,531	63,488
Debt Service	2,076,310	2,320,206	2,320,309	2,110,746	1,535,486
Transfers from Other Funds	(30,607)	10,526	10,526	886,201	10,526
Prior Year Encumbrance	-	-	-	-	-
Total Expenditures	72,308,649	76,805,241	86,636,146	90,009,846	81,570,024
Revenues:					
Property Taxes	-	-	-	-	-
Other Taxes	-	-	-	-	-
Licenses and Permits	6,103,519	7,427,900	7,427,900	7,030,210	10,210,237
Fines and Forfeitures	6,838	1,000	1,000	3,500	3,500
Use of Money & Property	98	-	-	-	-
Revenue from Other Agencies	2,937,471	380,000	9,220,234	10,171,875	345,000
Charges for Services	645,907	419,700	419,700	490,934	473,177
Other Revenues	1,067,927	1,900,716	1,900,716	1,897,510	67,000
Interfund Services - Charges	10,977,692	12,011,138	12,011,138	12,011,138	11,915,308
Intrafund Services - GP Charges	-	-	-	-	-
Harbor P/R Revenue Transfers	-	-	-	-	-
Other Financing Sources	993,173	-	-	1,658,937	-
Operating Transfers	-	-	-	-	-
Total Revenues	22,732,625	22,140,454	30,980,688	33,264,103	23,014,222
Personnel (Full-time Equivalents)	554.36	540.36	540.36	540.36	568.36

* Amounts exclude all-years carryover.

Personal Services

Classification	FY 04 Adopt FTE	FY 05 Adopt FTE	FY 06 Prop FTE	FY 05 Adopted Budget	FY 06 Proposed Budget
Fire Chief	1.00	1.00	1.00	158,064	158,064
Accounting Clerk III	1.00	1.00	1.00	39,447	39,447
Administrative Analyst II	-	1.00	1.00	53,267	53,267
Administrative Analyst III	-	2.00	2.00	127,844	126,885
Administrative Officer-Fire	1.00	1.00	1.00	75,030	75,030
Ambulance Operator/P24	-	-	8.67	-	149,820
Ambulance Operator/P26	-	-	17.33	-	325,557
Assistant Administrative Analyst I	1.00	-	1.00	-	40,430
Assistant Administrative Analyst II	1.00	-	-	-	-
Assistant Fire Chief	2.00	2.00	2.00	234,558	234,526
Battalion Chief	12.00	12.00	13.00	1,237,052	1,341,847
Clerk Typist II	6.00	5.00	5.00	168,310	158,089
Clerk Typist III	4.00	4.00	4.00	150,353	151,814
Communication Specialist III	1.00	1.00	1.00	64,691	65,160
Communications Center Supervisor	1.00	1.00	1.00	61,936	61,936
Communications Dispatcher II	10.00	10.00	10.00	460,706	448,377
Communications Dispatcher III	5.00	5.00	5.00	265,869	266,335
Communications Dispatcher IV	5.00	5.00	5.00	287,351	287,351
Community Relations Assistant II	1.00	1.00	1.00	47,281	47,281
Deputy Fire Chief	3.00	3.00	3.00	384,772	384,772
Disaster Management Officer	1.00	1.00	1.00	79,872	79,872
Emergency Medical Education Coordinator	-	1.00	1.00	92,037	82,568
Emergency Medical Educator	2.00	2.00	2.00	145,613	141,560
Emergency Medical Services Officer	1.00	-	-	-	-
Executive Secretary	1.00	1.00	1.00	49,041	49,041
Fireboat Operator	6.00	6.00	6.00	458,195	452,673
Fire Captain	94.00	91.00	91.00	8,093,239	8,086,534
Fire Engineer	87.00	84.00	87.00	6,156,776	6,390,919
Fire Recruit	6.46	6.46	6.46	268,016	268,016
Firefighter	241.00	232.00	226.00	14,700,520	14,608,734
Hazardous Materials Specialist II	1.00	1.00	1.00	56,115	59,016
Lifeguard - Hourly - NC	18.90	18.90	18.90	709,521	709,759
Maintenance Assistant II	1.00	1.00	-	32,876	-
Manager-Administration	1.00	1.00	1.00	109,445	109,445
Marine Safety Captain	3.00	3.00	3.00	256,565	259,507
Marine Safety Chief	1.00	1.00	1.00	105,834	105,834
Marine Safety Officer	10.00	10.00	10.00	575,443	588,617
Marine Safety Sergeant	2.00	2.00	2.00	134,068	144,277
Marine Safety Sergeant-Boat Operator	11.00	11.00	11.00	778,343	778,897
Payroll/Personnel Assistant II	1.00	1.00	1.00	37,588	37,588
Payroll/Personnel Assistant III	1.00	1.00	1.00	40,955	41,415
Plan Checker-Fire Prevention	3.00	3.00	6.00	212,023	412,159
Safety Specialist II	-	-	1.00	-	63,504
Secretary	4.00	4.00	4.00	161,178	163,166
Stock & Receiving Clerk	1.00	1.00	1.00	31,187	32,761
Subtotal Page 1	553.36	538.36	566.36	37,100,981	38,081,850

Note: Callback overtime is utilized when Fire staff are out on vacation, sick leave, training and/or injury leave. It is utilized to maintain a minimum staffing level in the areas of Fire Suppression and Emergency Medical Services. This minimum staffing level is constant 24 hours per day, 7 days a week, 365 days per year. In previous years budget for vacant Firefighter FTE's were utilized for this purpose. Beginning with Fiscal Year 2002, positions that were previously budgeted but vacant have been eliminated and those funds have been converted to Callback staffing.

Year Three – Financial Strategic Plan Implementation

DESCRIPTION	SERVICE IMPACT
Implement Basic Life Support (BLS) Transportation Program (\$445,695)	The Department will implement a Basic Life Support (BLS) Transportation pilot program, which is provided by a contractor at this time. Since Firefighters and Paramedics provide the initial response to all patients, this integration of BLS and ALS transport will improve customer service by speed of response, level of care and reliability
Optimize Advanced Life Support (ALS) Transportation billing (\$200,000)	No service impact Improvements in Billings and Collection will not impact the service level provided to the patient
Reallocation of Disaster Management and EOC to non-General Funds (\$574,833)	No service impact Allocating costs appropriately to other funds will have no impact on services
Reallocate 25 percent of staff to California Unified Program Agency Fund (\$36,876)	No service impact Allocating staff costs appropriately to the CUPA Fund will have no impact on services
Increase in Fire Prevention fees (\$220,737)	No service impact Aligns fees to recover cost of providing service

Key Contacts

David W. Ellis, Fire Chief

Scott V. Giles, Deputy Chief (Fire Marshal), Fire Prevention Bureau

Alan M. Patalano, Deputy Chief, Operations Bureau

W. Brad Wilson, Deputy Chief, Support Services Bureau

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